

Additional community outreach meetings have been scheduled to discuss the priorities for each of these Strategic areas. Dates, times, and locations of the meetings are as follows:

Date	Place	Address	Time
Transportation			
Feb. 25, 2002	West Dade Regional Library	9445 Coral Way	7:00-8:30 p.m.
Feb. 26, 2002	South Dade Gov't Center	10710 SW 211th St.	7:00-8:30 p.m.
Late Feb./Early March	Call 305-349-6126 for Details		
March 4, 2002	N. Dade Regional Library	2455 NW 183rd St.	7:00-8:30 p.m.
Health and Human Services			
Feb. 20, 2002	N. Dade Regional Library	2455 NW 183rd St.	7:00-8:30 p.m.
Feb. 25, 2002	South Dade Gov't Center	10710 SW 211th St.	7:00-8:30 p.m.
Feb. 27, 2002	West Dade Regional Library	9445 Coral Way	7:00-8:30 p.m.
March 5, 2002	Joseph Caleb Center	5400 NW 22nd Avenue	7:00-8:30 p.m.
Neighborhood Environment and UMSA			
Feb. 11, 2002	North Dade Regional Library	2455 NW 183rd Street	7:00-8:30 p.m.
Feb. 13, 2002	South Dade Gov't Center	10710 SW 211th Street	7:00-8:30 p.m.
Feb. 20, 2002	West Dade Regional Library	9445 Coral Way	7:00-8:30 p.m.
Feb. 25, 2002	Joseph Caleb Center	5400 NW 22nd Avenue	7:00-8:30 p.m.
Late Feb./Early March	Barbara Goleman Senior H.S.	Call 305-349-6126 for Details	
Late Feb./Early March	Miami Senior High	Call 305-349-6126 for Details	
Late Feb./Early March	W.R. Thomas Middle School	Call 305-349-6126 for Details	
Recreation and Culture			
March 4, 2002	South Dade Regional Library	10750 SW 211th St.	7:00-8:30 p.m.
March 5, 2002	West Dade Regional Library	9445 Coral Way	7:00-8:30 p.m.
March 6, 2002	Miami Beach Library	2100 Collins Avenue	7:00-8:30 p.m.
March 7, 2002	North Dade Regional Library	2455 NW 183rd Street	7:00-8:30 p.m.
Late Feb./Early March	Call 305-349-6126 for Details		
Public Safety			
Feb. 4, 2002	Intracoastal Station	15665 Biscayne Blvd.	6:00-7:30 p.m.
Feb. 13, 2002	Carol City Station	16405 NW 25th Ave.	7:00-8:30 p.m.
Feb. 20, 2002	Miami Lakes Station	5975 Miami Lakes Dr., E	7:00-8:30 p.m.
Feb. 27, 2002	Kendall Station	7707 SW 117th Ave.	7:30-9:00 p.m.
Feb. 27, 2002	Hammocks Station	10000 SW 142nd Ave.	7:30-9:00 p.m.
March 6, 2002	Doral Station	9101 NW 25th St.	7:30-9:00 p.m.
March 11, 2002	Cutler Ridge Station	9827 Hibiscus St.	7:30-9:00 p.m.
March 14, 2002	Northside Station	2950 NW 83rd St.	7:00-8:30 p.m.
Economic Development			
Feb. 19, 2002	South Dade Gov't Center	10710 SW 211th St.	7:00-8:30 p.m.
Mid Feb./Early March	Call 305-349-6126 for Details		7:00-8:30 p.m.
Mid Feb./Early March	Call 305-349-6126 for Details		7:00-8:30 p.m.
Mid Feb./Early March	Call 305-349-6126 for Details		7:00-8:30 p.m.



As we begin a new year, it is with renewed vigor that we continue our work on Miami-Dade County's Strategic Planning Initiative: People's Vision: County's Mission. Over the past four months, we have made great strides toward our common goal. Through community workshops, focus group sessions, interviews with your commissioners and internet questionnaires conducted to date, your feedback has helped us to further define our community objectives. You can find detailed results of our achievements thus far in this month's newsletter. Now we are ready to proceed with the next step.

In the coming months, we will be working with you, the residents of our community, to complete the development of the County's broad Vision, Mission and Guiding Principles Statements, and we will be progressing into the second, more detailed, phase of the initiative.

This exciting second phase will include a series of hands-on workshops held throughout Miami-Dade County targeting specific County service areas. Your County Commissioners and I all hope that you will be able to attend many of these sessions.

In addition to these workshops, we will soon host a major, one-day community forum during which citizen working groups will develop strategies for achieving several of the many goals that have already been identified. Your involvement, in defining how we can reach our goals, will help us to shape Miami-Dade County departmental operating plans and our budget preparation process.

Under our strategic plan, we will constantly be monitoring and receiving your feedback to ensure that the County's performance is continually being evaluated. These measures will provide a mechanism for future updating of the initiative.

Your assistance in this planning process will help your elected officials and public administrators throughout Miami-Dade County to tackle the challenges of our growing community by focusing on our shared priorities and goals. This, in turn, will make your County government more responsive and customer-friendly to the entire community.

Thank you in advance for your dedicated support throughout this process. I look forward to working with each of you, figuratively side by side, as together we shape Miami-Dade County into an even better place to live, to work and to play.

Sincerely,

Alex Penelas
Mayor

Alex Penelas
Mayor

BOARD OF COUNTY COMMISSIONERS

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Chairperson

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District 2

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District 9

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District 10

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District 11

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District 12

Natacha Seijas
District 13

Robert A. Ginsburg
County Attorney

Miami-Dade County provides equal access and equal opportunity in employment and services and does not discriminate on the basis of disability. "It is the policy of Miami-Dade County to comply with all of the requirements of the Americans with Disabilities Act."

Volume 1, Number 2 ~ Feb. 2002

Miami-Dade County

PEOPLE'S VISION: COUNTY'S MISSION

The Miami-Dade Board of County Commissioners is actively involved in the unprecedented Strategic Planning Initiative, People's Vision: County's Mission.

Aimed at making the Miami-Dade government more responsive to the community's needs, this resident-driven initiative will result in a streamlined vision and mission for the county. It will act as the road map for Miami-Dade County's governmental operations and will be the driving force behind the budget and delivery of services.

In the first phase of the Strategic Planning Initiative, community workshops, focus-group sessions, and interviews with your County Commissioners were held throughout Miami-Dade County between October and December 2001. Information was also gathered from questionnaires completed online at the Strategic Planning Initiative Website, www.co.miami-dade.fl.us/stratplan.

Workshops were conducted in the following areas: West Dade, North Miami, South Dade, Miami Lakes, North Dade and Downtown Miami.

Focus groups were held in the following districts: the Honorable Barbara Carey-Shuler, District 3; the Honorable Jimmy L. Morales, District 7; the Honorable Dennis C. Moss, District 9; the Honorable Natacha Seijas,

District 13; and the Honorable Katy Sorenson, District 8.

Focus groups are scheduled for the remaining districts. The following will be held in early Feb.: the Honorable Rebeca Sosa, District 6; and the Honorable Javier Souto, District 10.

County Commissioner interviews were conducted with: Chairperson the Honorable Gwen Margolis, District 4; the Honorable Bruno Barreiro, District 5; the Honorable Jimmy Morales, District 7; the Honorable Dennis C. Moss, District 9; the Honorable Natacha Seijas, District 13; the Honorable Katy Sorenson, District 8; and the Honorable Rebeca Sosa, District 6. Additional interviews are ongoing.

Your Commissioners' views, opinions and initiatives are an integral part of developing the vision and mission of Miami-Dade County government.

The focus groups, community workshops, and interviews clearly outlined the Miami-Dade County government's strengths and weaknesses along with other challenges and issues facing the community. This information led to a better understanding of the Miami-Dade County customers and their needs. This input also helped define the values that should guide the Miami-Dade County government on a daily basis.

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"The County's strategic planning process must lay out, step-by-step, how we will solve all identified county problems. We must involve the total community in the process starting with transportation issues."
Commission Chairperson
Gwen Margolis, District 4.

"We need to build on the strengths we have as a County, such as our geographic location, our large foreign population (resulting in enhanced international trade and business) and the youth of our County. We need to work diligently to improve traffic congestion and transportation issues, and to upgrade our water reclamation system. I am hopeful that the strategic plan will set our priorities, and focus the County into its core business."
Commissioner
Bruno A. Barreiro, District 5.

"My five top initiatives for Miami-Dade County in the next 5-10 years are traffic, flooding, housing, social services, academic parks programming and park improvements. We need a realistic master plan and coordination with all municipalities to be successful."
Commissioner
Rebeca Sosa, District 6.

"One of the strongest aspects of this initiative is the opportunity to enhance outreach and to build a stronger community as a result. Our focus as a County should be on the people we serve, particularly with regard to neighborhood improvements, while celebrating, respecting, and building on our County's cultural distinctiveness."
Commissioner
Jimmy L. Morales, District 7.

"It's time for the County to start thinking big and start thinking regionally. We need to get our priorities in order and then spend the money accordingly."
Commissioner
Katy Sorenson, District 8.

"I'm hoping that this strategic planning process will result in a vision created by all stakeholders, resulting in everyone pulling together to achieve the same goals, while keeping the general public informed of all activities and decisions."
Commissioner
Dennis C. Moss, District 9.

www.miami-dade.gov

Miami-Dade's Strategic Plan

PEOPLE'S VISION: COUNTY'S MISSION

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As a result of these outreach activities, several common elements were identified:

Strengths	Weaknesses	Challenges/Issues	Customers	Needs of the Customer
<ul style="list-style-type: none">• Fire/law enforcement• Community diversity• Cultural opportunities• Natural resources• Solid waste treatment	<ul style="list-style-type: none">• Access to health care• Transportation• No clear vision• Fiscal constraints• Bureaucratic nature of government• Lack of communication• Inefficiency• Accountability	<ul style="list-style-type: none">• Transportation• Crime/drugs/violence• Growth management• Public trust• Housing• Civic responsibility• Quality education• Park programming• Community image• Service and policy coordination	<ul style="list-style-type: none">• Citizens (subgroups include children and the elderly)• Tourists• Businesses	<ul style="list-style-type: none">• Transportation• Enhanced public services• Accessibility to government• Public education regarding the availability of Miami-Dade government services
County's Role	Action Needed	Impacting Factors	Goal/ Outcome of Strategic Plan	Values
<ul style="list-style-type: none">• Serve and protect the public (provide safety net for services)• Be responsive to public• Facilitator• Provide adequate infrastructure	<ul style="list-style-type: none">• Willingness/ability to change• Better communication within county and with public• Enhanced follow-up/ ownership of services• Focus on environment• Greater community involvement by government officials	<ul style="list-style-type: none">• Perception of corruption of government• Lack of communication• Need for clearly defined responsibilities• Fiscal constraints	<ul style="list-style-type: none">• Vision and direction• Enhanced communication/ coordination of government services• Effective and efficient in delivery of services• Enhanced communication/ public education• Enhanced relationship between the government and the public	<ul style="list-style-type: none">• Ethics/ honesty in government• Customer focus• Responsive• Accountable• Respectful• Equitable treatment throughout all communities• Competent• Flexible• Involve constituents

These common elements will form the basis for developing Miami-Dade County's road map for the future. They will be conveyed throughout the finalized Strategic Plan.

MIAMI-DADE COUNTYWIDE ESSAY CONTEST FOR HIGH SCHOOL SENIORS

In an effort to stimulate the younger community's participation in Miami-Dade County's Strategic Plan Initiative, a countywide essay contest is being held for high school seniors in both public and private schools. In this way we can ensure more participation from our very important, and sometimes underestimated, young-adult community. Students are being asked to write an essay describing their vision for Miami-Dade County's brightest future and to suggest ways County government can help them to make that vision a reality.

Winning students will receive \$200 for their contribution plus their schools will receive \$300 for use in their "general funds".

Winners will be announced publicly during the upcoming Miami-Dade County Strategic Planning Community Event, scheduled for March 20, 2002, and will be notified for appropriate recognition to include awards assemblies, graduation ceremonies and newspaper announcements by April 1, 2002. Winning essays will be posted on the County website at www.co.miami-dade.fl.us/stratplan. Essay requirements are as follows:

The essay is to be 700-1,000 words in length, typed double-spaced, with 1" margins. Do not staple, use paper clips or binders or fold the essay. The essay must have a Bibliography, Reference List or List of Cited Works

Emphasis will be placed on creativity and use of original sources, such as personal research on services provided by Miami-Dade County government as well as governments that have gone through the strategic planning process. Content, accuracy, writing skills and grammar will be analyzed.

Essays must be postmarked no later than February 28, 2002 and sent to:

Miami-Dade County Strategic Planning Essay c/o Kelley Swofford Roy 355 Palermo Ave. Coral Gables, FL 33134

No essays will be accepted by email.

COMMUNITY INPUT TO HELP DEVELOP COUNTY'S VISION, MISSION AND GUIDING PRINCIPLES

The next step in the County's Strategic Planning Initiative will be the completion of Vision, Mission, Guiding Principles Statements and Strategic Themes for Miami-Dade County government.

Based on the priorities that the community identified during the workshops, focus groups, interviews with commissioners and website surveys, we will be using the following guidelines when developing these Statements and the Strategic Themes:

- Priorities identified for the County's Vision Statement**
- Quality of life services, i.e. safety, culture, etc.
 - Diversity
 - A proactive and progressive government
 - A positive government role in the community
 - Natural resources
- Priorities identified for the County's Mission Statement**
- Meeting our customer's needs
 - Government efficiency, effectiveness and responsiveness in providing services driven by community needs

- Priorities identified for the County's Guiding Principles**
- Ethical/honest government
 - Government accountability to the public
 - Equitable service delivery
 - Cooperation
 - Embracing diversity
 - Respect for community, our employees and each other
 - Focus on leadership
 - Focus on customer service

Core Community Planning Team Formed

The Core Community Planning Team (Core CPT) is an integral part of this Strategic Planning Initiative. Comprised of community leaders, the Core CPT will be extremely helpful in guiding the process to develop the Statements and Themes based on your input. Core CPT members will be working with key County administrators and our elected officials throughout this process.

Your Core CPT includes many of our community's leaders:

- Marleine Bastien, President, Haitian Women of Miami
- Robert Beatty, General Counsel, The Miami Herald
- Bishop Victor Curry, New Birth Ministries
- T. Willard Fair, President, The Urban League of Greater Miami
- Ray Goode, Vice President, Public Affairs, Ryder Corporation
- Marta Gutierrez, Vice President, The Gutierrez Group
- Adolfo Henriques, President/CEO, Union Planters Bank
- Modesto Maidique, Florida International University
- Fred Messing, Chief Operating Officer, Baptist Health Systems of South Florida
- Harve Mogul, President & CEO, United Way of Miami-Dade
- Otis Pitts Jr., President, Peninsula Developers Inc.
- Rev. Walter Richardson, Sweet Home Missionary Baptist Church

- Donna Shalala, President, University of Miami
- Rosa Sugranes, Chairperson, Iberia Tiles Corporation
- Daniel S. Tantleff, President Miami-Dade County League of Cities, Vice Mayor, Bal Harbor Village
- Arthur Teitelbaum, Southern Area Director, Anti-Defamation League

We look forward to communicating their joint accomplishments with the County staff in the next newsletter.

Citizens form One Community One Vision Organization

In addition to the work that the County is doing on the Strategic Planning Initiative, a group of concerned citizens has initiated a yearlong process to envision a future for the broader Miami-Dade community, One Community One Vision.

This group includes the following, among others:

- Michael Lewis, Publisher, Miami Today
- Basil Bernard, President, Apricot Office Supplies and Furniture
- Philip Blumberg, President and CEO, American Ventures Corporation
- William O. Cullom, President, Greater Miami Chamber of Commerce
- Marta G. Gutierrez, Vice President, The Gutierrez Group
- Adolfo Henriquez, President and CEO, Union Planters Bank

- Neisen Kasdin, former Mayor, City of Miami Beach
- Harve Mogul, President and CEO, United Way
- Frank Nero, President and CEO, The Beacon Council
- Steve Shiver, County Manager, Miami-Dade County
- William D. Talbert, III, President and CEO, Greater Miami Convention and Visitors Bureau
- David Wilson, President, Financial Services Organization
- Dabney "Bud" Park, Consultant, Senior Partner, Performance Executive Search and Management Consulting

One Community One Vision has developed a Vision statement: We will celebrate and harness our unique assets to fulfill Greater Miami's destiny as the world's premiere community to live, work, play and do business.

Along with this Vision Statement is a set of One Community One Vision Guiding Principles for the broader community, including: Diversity, Respect, People, Families and Children, Safety and Health, Leadership, Service and Quality of Life.

"While broader than the vision and guiding principles that we are developing specifically for Miami-Dade County government," County Manager Steve Shiver noted, "[this group's] community vision and guiding principles provide significant additional community information for our process. We think of every person in South Florida as a shareholder in the future of our community."

STRATEGIC AREA MASTER PLANS AND YOUR UPCOMING COMMUNITY OUTREACH ACTIVITIES

Where do we go from here? Now we need to focus on developing our Strategic Area Master Plans in six major categories that affect our entire community. The six categories include: Public Safety, Recreation and Culture, Transportation, Economic Development, Health and Human Services, Neighborhood and Unincorporated Areas Municipal Services.

Within each of these areas, "Planning Teams" of community leaders will work with county staff to develop Strategic Area Master Plans. Significant services in each of these areas include:

- Public Safety**
- Provide municipal police services to our unincorporated areas, and specialized police and sheriff services to the entire County
 - Maintain our jail and inmate rehabilitation programs
 - Provide rapid, professional and humanitarian emergency fire, medical and other services that are essential to public health, safety and well-being
 - Provide medical examiner services
 - Provide support through the Office of the Clerk to specific judicial operations and to the Board of County Commissioners

- Recreation and Culture**
- Develop cultural excellence, diversity and participation throughout Miami-Dade County by strategically creating and promoting opportunities for cultural entities and the public
 - Provide cultural programs through enrichment, education and quality arts activities for the public
 - Operate our County libraries and provide library information services
 - Develop, operate and maintain parks and other recreational areas and programs

- Transportation**
- Operate an airport system that provides safe, efficient and cost effective air travel for people and goods
 - Provide several modes of efficient and reliable transportation to our residents
 - Maintain the county's roadways and traffic control infrastructure
 - Operate the seaport to serve cruise passengers and shipping commerce
- Economic Development**
- Provide coordination, enforcement, and assistance to promote the economic growth of minority and small business enterprises in

- Miami-Dade County
- Administer several federal grant programs promoting community and economic development
 - Address economic development and revitalizaion needs in the federally designated Miami-Dade County Empowerment Zone
 - Provide advice to the Mayor and Commissioners on all economic revitalization issues in targeted urban areas

- Health and Human Services**
- Operate various programs to empower economically disadvantaged families
 - Administer the proceeds of the portion of the One Percent Food and Beverage Tax and other revenues dedicated to activities for the homeless
 - Provide social services to assist children, adults and families to attain self-sufficiency and lead productive lives
 - Improve the quality of life and general environment to residents of the 19,427 units of privately owned low-income housing and approximately 10,900 units of County-owned, federally subsidized housing
 - Provide funding support for the Public Health Trust

- Neighborhood and Unincorporated Areas Municipal Services**
- Provide efficient, accountable and responsive building permit processing and enforce regulations
 - Provide uniformity and consistency in interpretation and enforcement of the Florida Building Code and provide related activities to support the community
 - Protect and enhance our environmental resources
 - Develop, operate and maintain our water and sewer system
 - Collect garbage and trash and contract for the collection of recyclable materials
 - Prepare and maintain a Comprehensive Development Master Plan and unincorporated areas plans; prepare population and demographic projections; administer the zoning regulations and review plans for compliance
 - Provide citizen assistance and outreach by operating neighborhood service centers
- These areas are the "backbone" of our County and cover the multitude of services that we provide to Miami-Dade County residents. We will focus on optimizing these services as we continue our Strategic Planning Initiative and plan for the future.